



DEPARTMENT OF THE NAVY
NAVAL SCHOOL OF HEALTH SCIENCES
BETHESDA, MARYLAND 20889-5033

NSHSBETHINST 1650.8B
21
SEP 30 1996
IN REPLY REFER TO

NSHS BETHESDA INSTRUCTION 1650.8B

From: Commanding Officer

Subj: MILITARY AWARDS

Ref: (a) SECNAVINST 1650.1F
(b) OPNAVINST 3120.32C

Encl: (1) Instructions for Completing the Personal Award
Recommendation (OPNAV 1650/3 Rev 1/94) Form w/blank
Form
(2) Flow Chart Routing Procedures for Submission of Awards
(3) Award Preparation Guidelines
(4) Letter of Appreciation Sample
(5) Letter of Commendation Sample
(6) Navy and Marine Corps Achievement Medal Sample
(7) Navy and Marine Corps Commendation Medal Sample
(8) Meritorious Service Medal Sample

1. Purpose. To promulgate guidelines and procedures for recognizing outstanding performance of Naval School of Health Sciences (NSHS), Bethesda military personnel per references (a) and (b).

2. Cancellation. NSHSBETHINST 1650.8A

3. Background. One of the most effective means of enhancing morale in a military organization is the uniform and timely recognition of sustained exceptional performance and devotion to duty. All forms of praise are important and should be of direct concern to supervisors at all levels within the command. References (a) and (b) contain basic guidance for personnel recognition.

4. Policy. Per reference (a), all officer and enlisted personnel will be given full recognition for sustained exceptional performance of duty and/or specific outstanding accomplishments above and beyond that normally expected of their rank. Supervisors will ensure that deserving personnel are nominated for recognition either for a specific outstanding achievement or for sustained superior performance.

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a. Recommendations for military decorations submitted at the conclusion of normal tours of duty for meritorious or distinguished service should refer to specific achievements not previously recognized by an award, citing performance of duty which is above and beyond that normally reflected in fitness reports, evaluations, meritorious masts, letters of commendation, or other public recognition.

b. Recommendations should reflect exceptional acts or services which conspicuously exceed normal performance of duty and should not be automatic or follow a precedent based on awards given to previous incumbents.

c. Reference (b) requires that commands establish an Awards Board to ensure that awards meet the requirements of higher authority. The NSHS board is composed of:

- (1) Executive Officer - Chairperson
- (2) All Directors
- (3) Command Master Chief
- (4) Head, Administrative Support Department
- (5) Awards Petty Officer - Recorder
- (6) Rotational Member (E-6) - Ad hoc

5. Action

a. The Awards Board will review each award recommendation to ensure the award is commensurate with the summary of action. Letters of Appreciation and Letters of Commendation are not routed through the Awards Board. The Chief, Bureau of Medicine and Surgery (BUMED) provides further review for all awards that must be forwarded to the Chief of Naval Operations (CNO) or the Secretary of the Navy (SECNAV) for approval. The following is guidance for determining the level of the award to be presented:

- (1) A Letter of Appreciation (LOA) should be given for special events which require obvious additional effort at a department level for a short period of time. This is often

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awarded to non-staff members who provide a service to the command for a month or less as part of their assigned duties. An LOA may be awarded locally by the Department Head or Director to a member of any rank. The LOA will be forwarded to the Head, Administrative Support Department for review and tracking. The LOA will be forwarded up the chain of command for review/signature.

(2) A Letter of Commendation (LOC) should be given for special events which require obvious additional effort at a Directorate or Command level for a long period of time. It could also be given to personnel who do a specific project in a superior manner. An LOC may be awarded locally by the Commanding Officer to a member of any rank. The LOC will be forwarded to the Head, Administrative Support Department for review and tracking. The LOC will be forwarded up the chain of command for review/signature.

(3) The Navy and Marine Corps Achievement Medal (NA) shall be given for meritorious service or achievement based on sustained performance or specific achievement of a superlative nature, which provides an important contribution of benefit to the United States and the Naval service. Professional achievement must clearly exceed that which is normally required or expected, considering the individual's grade, training, and experience. The NA can be awarded locally by the Commanding Officer to staff members O4 and below.

(4) The Navy and Marine Corps Commendation Medal (NC) should be recommended for "meritorious service" at the command level which constitutes a definite contribution to the Naval service, such as an invention, or improvement in design, procedure, or organization. Members nominated for this award should have a tremendous positive impact on the Command as a whole from either the Department or Directorate level. The impact should result in significant monetary savings, initiative, creativity, or change in command policy. NCs are submitted via the chain of command to BUMED for final approval.

(5) The Meritorious Service Medal (MM) should be recommended for personnel who have performed in a superior manner and have had a significant positive effect at and beyond the command level. Often these accomplishments have resulted in

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spectacular savings to the Navy while dramatically increasing the effectiveness of the Command and/or service to the Medical Department. Recipients are said to have been an asset to their Command's mission, their Corps and/or the Navy Medical Department. MMs are submitted to CNO via BUMED for approval.

b. Initiation. A recommendation for the award of a military decoration may be submitted by any commissioned officer, senior to the individual, having knowledge of an act, achievement, or service which may warrant an award. The recommendation must be signed by the member's Director and should reflect the appropriate award level as delineated above.

(1) The originator must forward the Personal Award Recommendation (OPNAV 1650/3 Rev 1-94) with summary of action and proposed citation (for all awards except LOAs and LOCs) for review to the Head, Administrative Support Department via the appropriate Director. Instructions for completing the OPNAV 6150/3 Rev 1-94 are found in enclosure (1).

(2) Routing procedures are delineated in enclosure (2). Assistance on the proper submission and approval of awards are found in enclosure (3).

(3) All recommendations must be justified and sufficiently detailed to allow proper evaluation and disposition. Award preparation guidelines described in reference (a) are found in enclosure (4). Samples of various types of awards are found in enclosures (5) through (8).

c. Timeliness. Timely recommendations are essential to a successful awards system. Reference (a) provides a time limitation of three years for most personal awards after the date of the act of service justifying the award.

(1) Recommendations for awards requiring approval at a level of authority higher than the Commanding Officer should be initiated at least 90, but preferably 120 days, prior to anticipated date the member is to receive the award. Award recommendations submitted by a departing individual for

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meritorious service prior to the rotation date of the nominee will be held by the Department Head. Prior to rotation, the award recommendation will be returned to the current Department Head for comments, additional material, or upgrading. In all cases, however, it will be forwarded to the Awards Board.

(2) Recommendations for the Navy and Marine Corps Achievement Medal to be given by authority of the Commanding Officer, should be initiated at least 60 days prior to the anticipated date the member is to receive the award.

d. Awards Board.

(1) The Awards Board is responsible for:

(a) Reviewing all recommendations for awards (NA and higher) originating from this command which require the Commanding Officer's approval.

(b) Ensuring that acts or service described in the recommendation fulfill all requirements of reference (a), pertinent directives, or higher authority.

(c) Forwarding each recommendation per reference (a) with appropriate comments to the Commanding Officer for his consideration, via the Head, Administrative Support Department.

(2) Appointees will serve a rotation of 12 months and a maximum as determined by the Chairman.

(3) The Board will convene at least monthly to review awards which have been submitted since the last meeting. The Awards Coordinator provides copies of recommended awards for review prior to each meeting. A quorum of at least three voting-members is required to convene the Awards Board.


HARRY C. COFFEY

Distribution:
List II

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**INSTRUCTIONS FOR COMPLETING THE PERSONAL AWARD RECOMMENDATION
(OPNAV 1650/3 Rev 1-94)**

****All blocks must be filled****

From: The originator and organization of the award recommendation is identified in the "From: block of the personal award recommendation form. This can be the Commanding Officer, staff officer, or any other officer senior to the proposed recipient who is submitting via the chain of command of the award nominee.

For example, an award for a staff instructor, the block should read, DIRECTOR TECHNICAL TRAINING DIRECTORATE, NSHS, BETHESDA, MARYLAND.

To: Proper awarding authority with complete address and UIC. For local NAs, the awarding authority is the COMMANDING OFFICER, NSHS. The awarding authority for end of tour NAs and NCs is BUMED. The awarding authority for MMs and LMs is the CNO.

COMMAND POC: The Awards Petty Officer (Name of Awards Petty Officer).

Phone #: (command phone number of Awards Petty Officer)

Reason: If retirement/separation, number of years

Block 1: SOCIAL SECURITY NUMBER: Enter social security number of the recipient.

Block 2: DESIG/NEC/MOS. Enter primary designator, NEC, or MOS of the recipient.

Block 3: NAME: Enter LAST NAME (**All CAPS**) , FIRST NAME, MIDDLE INITIAL and SUFFIX, if any. No middle name use NMN.

Block 4: COMPONENT. Enter USN, USNR, etc., as appropriate.

Block 5: GRADE/RATE. Enter current grade/rate at the time the personal award recommendation is submitted.

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- Block 6: WARFARE DESIGNATOR. Identify only one designator.
(FMF/SS/SW/AW or NONE)
- Block 7: UIC/RUC. Enter the reporting unit identification code of the member being recommended for the award, at the time the award recommendation is submitted. UIC for NSHS staff is 0622A, for students 30637, and NCAP students is 30640.
- Block 8: RECOMMENDED AWARD. Identify the specific award for which the individual is being recommended. Use two letter code.
NA - Navy and Marine Corps Achievement Medal
NC - Navy and Marine Corps Commendation Medal
MM - Meritorious Service Medal
LM - Legion of Merit
- Block 9: SPECIFIC ACHIEVEMENT. Indicate "yes" or "no" by placing an "X" in the appropriate block. Only one block will be marked.
- Block 10: TYPE OF AWARD. Indicate type of award by inserting an "X" in the appropriate block. Only one block may be marked.
- Block 11: NUMBER OF AWARD OF THE MEDAL. Indicate the number of the award. (FIRST, SECOND, THIRD, etc.)
- Block 12: ACTION DATE/MERITORIOUS PERIOD. Include the action date, if the recommendation is for a specific act or achievement, or the period if the recommendation is for meritorious service. Awards for meritorious service should not include periods during which previous awards, or recommendations for awards for meritorious service were initiated.
These dates must match those in the summary of action and the citation.
- Block 13: GEOGRAPHIC AREA OF ACTION/SERVICE. Include area(s) of action or service, i.e., CONUS, WESTPAC, MED, EUROPE, CARIBBEAN, etc.

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- Block 14: EXPIRATION OF ACTIVE DUTY (EAOS). Include EAOS shown in official records. For USN, USNR or officers on Extended Active Duty (EAD), enter "INDEFINITE."
- Block 15: ESTIMATED DETACHMENT DATE. A specific day, month and year is required. Include "RELACDU" OR "RETIRE" as appropriate. If the detachment date is not known, give the best estimate.
- Block 16: NEW DUTY STATION. Home address if separation anticipated. Type in the Standard Navy Distribution List authorized short title of the new duty station and full mailing address, including ZIP code. If retirement or release from Active Duty is anticipated type in their next complete home mailing address.
- Block 17: UNIT AT TIME OF ACTION/SERVICE. The unit to which the member being recommended was assigned during the period covered on the proposed award, i.e., where permanently joined or temporarily attached.
- Block 18: DUTY ASSIGNMENT. Enter the duty assignment at the time of the action/period of service. Instructor, Department Head, Director etc.
- Block 19: PREVIOUS PERSONAL DECORATION AND PERIOD RECOGNIZED. Includes Combat Action Ribbon (CAR) and higher awards only and the period for which authorized. Do not include Good Conduct Medals. If block #19 contains an award for which the period coincides with any portion of the period in block #12, a copy of the citation(s) is required.
- Block 20: PERSONAL AWARDS RECOMMENDED-NOT YET APPROVED. Enter the name and action dates of any personal awards that have been recommended, but have not been approved by the awarding authority.
- Block 21: OTHER PERSONNEL BEING RECOMMENDED FOR SAME ACTION. Enter the name of other personnel being recommended

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for awards based on the same action. (Note: When multiple recommendations are contemplated for the same action, they should be submitted as a package.)

- Block 22: CERTIFICATION. The originator of the award should place a check mark in one or both of the boxes indicated. Enter the name, grade and title of the originator where indicated. The originator signs in the signature block, then completes the date block. The date indicated is the date the personal award recommendation is signed by the originator. The originator should be the Department Head for NA and the Director for NC or higher.
- Block 23: FORWARDING ENDORSEMENTS. All awards, except the NAs for local approval, will be forwarded via the Commanding Officer and BUMED.
- Block 24: TO BE COMPLETED BY AWARDING AUTHORITY. Originator to leave blank.
- Block 25: SUMMARY OF ACTION. This is the most critical part of the award recommendation. The author of this section needs to place emphasis on dollar savings to the command, impact member has had on the command to quantify the specifics of the member's accomplishments.

Special Instructions: When an award is submitted to the Awards Section, the OPNAV 1650/3 must have all blocks filled out entirely. The OPNAV 1650/3 should only be used for the NA or higher awards. Awards submitted to the Awards section must be submitted in a smooth format along with a disk in Microsoft Word.

Also, at the bottom of the page, a point of contact should be listed in pencil. This is the person who wrote/authored the award, i.e., someone to be contacted for questions or problems.

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AWARD PREPARATION GUIDELINES

1. Determining the Right Award:

a. A recommendation for an award may be submitted by commissioned officer, senior to the individual being recommended having knowledge of an act, achievement, or service which may warrant such award. It will be submitted as promptly as practical following the act or term of the service to which the recommendation refers. A recommendation originated by other than the Commanding Officer of the individual concerned must be forwarded to the individual's Commanding Officer for comment and/or recommendation.

b. One of the most difficult tasks in the awards process is determining the correct level of award for the member. Because the awards instruction is vague in specific requirement of each medal, the writer can be frustrated in the important task of determining the appropriate level of recognition. Judgment must be exercised to determine what is outstanding performance, what constitutes duty above and beyond that which is considered to be routine and what is considered to be a significant contribution. In many ways, when writing an award, the writer is "selling" the recipient to a board. The Awards Boards at NSHS and BUMED review all awards submissions for completeness and appropriateness. A writer will save valuable time by making sure the submission is complete and that the summary of action and citation are well written and justify the level of award.

c. Members can be recognized in two areas:

(1) One-time, specific, outstanding achievements.

(2) Sustained superior performance. Usually given at the conclusion of normal tours of duty (in some instances is given within same tour if the member changes jobs). These awards should refer to specific achievements **NOT** previously recognized by an award. Recommendation for a medal **MAY NOT** include any time period covered by another medal award, but it may include any performance previously recognized by a Letter of Appreciation or Letter of Commendation.

d. End of tour awards may be awarded at the duty station at which the award was earned or at the next duty station, if the award is given at the end of an assigned tour. There is good

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rationale for both approaches and the decision should be based on the following considerations:

(1) Normally, presentation of end of tour awards is best done at the next duty station as it is a splendid way for the individual to commence a new tour of duty on a positive note, apprises the other members of the command of the person's superior performance of duty in the past and generates an attitude of respect toward the individuals.

(2) On the other hand, there maybe special reasons or circumstances where it will be of particular benefit to the individual or to the command in which the award was earned to witness the recognition of the individual for his/her performance of duty. These special circumstances include the morale of the command, and the completion of a particular event or project, and the satisfaction of seeing a clearly deserving person honored.

e. The following are the types of awards that may be considered, as well as guidelines to assist in determining the right award.

(1) Letter of Appreciation (LOA):

(a) Awarded to: Officer and enlisted of any rank.

(b) Awarded for:

- Special events which required obvious additional effort at a departmental level for a **SHORT PERIOD OF TIME;**

- Often awarded to non-staff members who provide a service to the command for a month or less as part of their assigned duties.

(c) Routing:

- Department Head

- Director (may be signed by either Department Head or Director)

- Awards Section, Administrative Support Department (for tracking and to make sure format is correct)

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- Awarded by Department Head or Director

(2) Letter of Commendation (LOC):

(a) Awarded to: Officer and enlisted of any rank.

(b) Awarded for:

- Special events which required obvious effort at a Directorate or command level.

- Performance above and beyond normal expectations at a department level for a LONG PERIOD OF TIME.

- A LOC signed by a flag officer counts for "points" in the final multiple when an enlisted member is considered for advancement.

(c) Routing:

- Department Head

- Director (may be signed by either Department Head or Director)

- Awards Section, Administrative Support Department (for tracking and to make sure format is correct)

- Awarded by Department Head or Director

(3) Navy and Marine Corps Achievement Medal (NA):

(a) The NA is awarded to members of the Navy, including members of the reserve components on active or inactive duty, in the grade of Lieutenant Commander or junior, for service performed on or after 1 May 1961. The NA will be awarded for meritorious service or achievements in a combat or noncombat situation, based upon sustained performance or specific achievement of superlative nature which; merits more tangible recognition than is possible by a fitness report or evaluation, but does not warrant a NC.

(b) Professional achievement which merits the award must meet both of the criteria listed below.

- Clearly exceed that which is normally required or expected, considering the individual's grade or rate, training and experience. Doing more than a good job. Had significant impact on the Department or Directorate and improved the area tremendously.

- Is an important contribution which is of benefit to the United States and the United States Naval Service.

(c) Leadership achievement which merits the award must:

- Be noteworthy:

- Be sustained so as to demonstrate a high state of development or if for a specific achievement, be of such merit as to earn singular recognition for the act(s).

- Reflect most creditably on the efforts of the individual toward the accomplishment of the unit's mission.

(d) Routing:

- Department Head

- Director

- Head, Administrative Support Department

- Awards Section, Administrative Support Department (for tracking and to make sure format is correct)

- Awards Board

- Commanding Officer

- Awarded at appropriate awards ceremony or next command (for end of tour awards).

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(4) Navy and Marine Corps Commendation Medal (NC):

(a) The NC is awarded to officer and enlisted of any rank, who, while serving in any capacity with the Navy or Marine Corps, distinguish themselves; by heroic or meritorious achievement or service. To merit this award, the acts or services must be accomplished or performed in a manner above that normally expected and sufficient to distinguish the individual above others performing similar services. For meritorious achievement, the individual must be outstanding and worthy of special recognition, but not to the degree required for the Meritorious Service Medal. The achievement should be such as to constitute a definite contribution to the Naval Service, such as an invention, or improvement in design, procedure, or organization.

(b) Awarded for:

- "Meritorious service" at the command level
- Performance which extends beyond the level of responsibility. Tremendous positive impact on the command as a whole, from either a department or directorate level
- Impact resulted in:
 - Significant monetary savings
 - Impact on command procedures/policies
- Showed exceptional initiative and/or creativity

(c) Routing:

- Department Head
- Director
- Head, Administrative Support Department
- Awards Section, Administrative Support Department (for tracking and to make sure format is correct)
- Awards Board

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- Commanding Officer
- Chief, Bureau of Medicine and Surgery
- Awarded at appropriate ceremony or next command (for end of tour awards).

(5) Meritorious Service Medal (MM):

(a) The MM is awarded to officer and enlisted of any rank, who distinguish themselves by outstanding meritorious achievement or service to the United States. To justify this decoration, the acts or services rendered must have been comparable to that required for the Legion of Merit (LM), but to a lesser degree. The exceptional performance of duty must have contributed materially to the success of a significant project.

(b) Awarded for:

- Managing significant monetary or personnel assets at the Department Head or Director level.

- Spectacular savings to the Navy while dramatically increasing the effectiveness of the Command.

- Assuming higher level authority (i.e. 05 in 06 position).

- Acting XO or CO; Commander or Deputy Commander.

- Significant monetary savings, initiative, creativity, impact on policies and procedures PLUS benefit to command mission, the Medical Department, the Navy, or his/her profession.

(c) Routing:

- Department Head

- Director

- Head, Administrative Support Department

- Awards Section, Administrative Support Department (for tracking and to make sure format is correct)

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- Awards Board
- Commanding Officer
- Chief, Bureau of Medicine and Surgery
- Chief of Naval Operations
- OPNAV Awards Board

- Awarded at appropriate awards ceremony or next command (for end of tour awards).

2. Preparing Citation and Summary of Action (on OPNAV 1650/3):

a. Recommendation for personal awards are to be prepared on the current Personal Award Recommendation Form (OPNAV 1650/3 Rev 1-94). This form will only be utilized for personal awards such as the NA or those of higher precedence. The citation is the document which is read at the presenting ceremony.

b. Summary of Action:

(1) This is what sells the award. The Awards Board will determine the appropriateness of the award from the summary of action. The decision to use bullet form, outline form, or a narrative description in the summary of action on non-combatant awards should be based on which format most adequately describes the actions of the individual. It would appear that lesser awards such as NAs and NCs might adequately be described in one of the abbreviated forms; however, the Awards Board needs complete facts in considering the recommended award for a possible upgrade or downgrade. Higher awards would ordinarily be submitted in narrative form. The bottom line is that the style of writing must contain sufficient information to OVERPOWERINGLY convince the reviewing/awarding authority that the individual's achievements are adequately represented.

(2) Length: There is no limit to length. The initiator may leave this section of OPNAV 1650/3 blank and forward on separate sheet of paper with floppy disk. When additional space is required, standard sheets of paper may be appended to the original OPNAV 1650/3.

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(3) Content:

(a) The first paragraph will contain the following information:

- Dates of command
- Work Assignment
- Simple statement on services performed while assigned.

(b) Bullets for specific acts (include results/benefits). Use a separate bullet for each outstanding performance element.

(c) **QUANTITIES** whenever possible (dollar savings, number/percentages for the improvements or personnel affected).

(d) Use hard-hitting action verbs; **SKIP THE FLOWERY PHRASES**. The more specific you are, the more likely you are to succeed. Don't leave the reader to fathom/assume the importance. The Awards Board may not necessarily understand the implication of innovative actions/mandated programs in each department. Elaborate to guarantee understanding.

(e) Career-level of billet when different from incumbent (05 serving in 06 position).

(f) How much responsibility was assumed from seniors in excess of job requirements or beyond normal expectations for current rank.

(g) As pertinent, include length of time it took member to perform duty, whether on his own time, impact on others (i.e. training, manhours saved) and impact on system.

(4) For retirement awards:

(a) Level of award should be appropriate for specific performance at the current command and NOT include excerpts from the whole career.

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(b) Should be submitted well in advance of retirement, especially for awards that must go to OPNAV.

c. Citation:

(1) May not be more than 22 lines.

(2) Must meet strict, rigid requirements of uniformity and consistency.

(3) Abbreviations will not be used.

(4) The citation is broken into three distinct parts with specific information required in each part. These parts are the "**opening sentence**," the "**background information**" that makes up the body, and the "**closing sentence**." The following requirements are to be utilized in the citations for the various personal awards.

(a) Navy and Marine Corps Achievement Medal (NA):

- Opening sentence: "For leadership or professional achievement in the superior performance of his/her duties while serving as..."

- Closing sentence: "(Rank/Name)'s exceptional professional ability, initiative and loyal dedication to duty throughout reflected great credit upon himself/herself and we in keeping with the highest traditions of the United States Naval Service."

(b) Navy and Marine Corps Commendation Medal (NC):

- Opening Sentence: "For heroic achievement/service while serving as...." or "For meritorious achievement/service while serving as...."

- Closing Sentence: "Rank/Name)"s distinctive accomplishments, unrelenting perseverance, and steadfast devotion to duty reflected credit upon himself/herself and were in keeping with the highest traditions of the United States Naval Service."

(c) Meritorious Service Medal (MM):

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- Opening Sentence: "For outstanding meritorious achievement..." or "For outstanding meritorious service..."

- Closing Sentence: "(Rank/Name)'s untiring efforts to carry out the duties of his/her demanding tasks with unflinching good judgment, effectiveness and total devotion to duty reflected great credit upon himself/herself and were in keeping with the highest traditions of the United States Naval Service."

3. Submitting Award Recommendations:

a. All awards should be prepared as completely as possible; grammar, punctuation and spelling should be double-checked.

b. All submissions to the Awards Section, Administrative Support Department will include a floppy diskette 3 1/2" in Microsoft Word.

c. All submissions which include an OPNAV 1650/3 form should include a point of contact below the bottom line on the form, penciled in. This should be the person who actually WROTE the award and who can be contacted for information.

d. All citations (from LOC to MM) should be typed in FINAL FORM.

e. The summary of action may be submitted on a separate page, i.e. not on the original OPNAV 1650/3.

4. Timeliness and Tracking:

a. Timely recommendation is essential to a successful awards program. A recommendation should be submitted as soon as possible following the act, achievement, or service upon which it is based.

b. Awards for retirement or separation will be processed, if possible, so that presentation may be made at the individual's retirement ceremony or the day the member detaches.

c. Approximate times for processing once received by the Awards Section, Admin Support Department are as follows:

(1) Letter of Appreciation: 1 week

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(2) Letter of Commendation: Signed by the Commanding Officer 1 week

(3) Navy and Marine Corps Processed through the Awards Board, Achievement Medal: signed by the Commanding Officer 1 to 2 weeks after the Board (if local). If the award is end of tour or retirement 3 months.

(4) Navy and Marine Corps Processed through the Awards Board, Commendation Medal: endorsed by the Commanding officer sent to BUMED for approval 3 to 4 months.

(5) Meritorious Service Processed through the Awards Board, Medal and Legion of signed by the Commanding Officer sent to Merit: BUMED and OPNAV for approval 3 to 4 months.

d. Processing is defined as the time an award is received in the Administrative Support Department to the time it is signed by the approving authority. Presentation of the award will then take additional time depending on when an awards ceremony is held.

e. Tracking:

(1) The Recorder generates minutes after each Board to the Commanding Officer stating recommendations of the Board.

(2) Information on the status of the awards can be obtained by contacting the Awards Petty Officer in Administrative Support Department. The person submitting the award should be the person checking on the award and not the member.

f. NSHS Points of Contact:

(1) Awards Petty Officer: 295-2333 (to find out where the award in the system)

(2) LPO, Administrative Support Dept: 295-5313

(3) Head, Administrative Support Dept: 295-2353.

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*The Commanding Officer
Takes Pleasure In Presenting A
A LETTER OF APPRECIATION
To*

**HOSPITAL CORPSMAN FIRST CLASS
JOHN DOE
UNITED STATES NAVY**

*For Services As Set Forth
In The Following
CITATION:*

In appreciation for your outstanding support to the Navy-Marine Corps Relief Fund Drive for 1996. As a keyperson for the Naval School of Health Sciences, Bethesda, Maryland, your conscientious attention to duty within such a short time span enabled the command to donate \$5195.70 to help Sailors and Marines less fortunate than ourselves. This most generous level of giving represents 100 percent contact, a goal set for us by Headquarters, Naval District Washington. Your enthusiastic and resolute efforts ensured every member of this command had ample opportunity to participate. On behalf of the staff and all members of the community who benefit from the work of the Navy-Marine Corps Relief Fund Drive, I extend to you my personal thanks for a job "Well Done."

HARRY C. COFFEY

ENCL [4]

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*The Commanding Officer
Takes Pleasure In Presenting A
A LETTER OF COMMENDATION
To*

**HOSPITAL CORPSMAN SECOND CLASS(FMF)
JANE DOE
UNITED STATES NAVY**

*For Services As Set Forth
In The Following
CITATION:*

For professional excellence in the performance of your duties, I take great pleasure in commending you on your selection as the Naval School of Health Sciences, Bethesda, Maryland, Service Member of the Quarter for the fourth quarter, CY-95. As work center supervisor for the AFHPSP records section, you performed a myriad of administrative functions serving over 1,450 scholarship students, particularly noteworthy considering all tasks must be completed by phone, fax, and official correspondence. As a team player you worked cohesively with other divisions coordinating, compiling personnel and financial data for computation and input for present and future manpower and budget issues. Your "can do" attitude, unparalleled professional ability, and exceptional contribution to our mission are in keeping with the highest traditions of the Hospital Corps and the United States Navy. It is with my extreme pleasure that I extend to you my personal congratulations for a job "WELL DONE".

HARRY C. COFFEY

ENCL [5]

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The Secretary of the Navy takes pleasure in presenting the **NAVY AND MARINE CORPS ACHIEVEMENT MEDAL** (Gold Star in lieu of Second Award) to

HOSPITAL CORPSMAN THIRD CLASS (FMF)

JOHN DOE

UNITED STATES NAVY

for service as set forth in the following

CITATION:

For professional achievement in the superior performance of his duties while serving as Military Personnel Technician, Armed Forces Health Professions Scholarship Program, Naval School of Health Sciences, Bethesda, from 1 November 1995 to 31 August 1996. As part of the team that implemented and beta tested the Reserve Standard Training and Administration for Readiness Support, Health Professions (RSTARS-HP) system, Petty Officer Doe consistently dedicated numerous hours on and off-duty performing exacting tasks in addition to normal departmental responsibilities. Despite the seasonal height of departmental workload for graduation and in-processing, Petty Officer Doe's superior attention to detail enabled massive entry and verification of data with an overall error rate of less than 2% helping to ensure a smooth transition for 1,500 students encompassing a multitude of personnel information and over \$20 million in pay. Petty Officer Doe's efforts helped heighten system capabilities for all Navy Reserves and ensure a smooth integration of over 96,000 Naval Reservists located at reserve centers throughout the United States. Petty Officer Doe's exceptional professional ability, initiative, and loyal dedication to duty reflect great credit upon himself and were in keeping with the highest traditions of the United States Naval Service.

For the Secretary,

ENCL [6]

SEP 30 1996

SUMMARY OF ACTION

For superior performance of duties while assigned to the Armed Forces Health Professions Scholarship Program (AFHPSP), Naval School of Health Sciences, Bethesda, MD from 1 November 1995 through 31 August 1996. As part of the team that implemented and beta tested the Reserve Standard Training and Administration for Readiness Support, Health Professions (RSTARS-HP) system, HM3 Doe consistently dedicated numerous hours on and off-duty performing exacting tasks in addition to normal departmental responsibilities. Specific accomplishments include:

- Verification of over 150,000 fields of personnel and pay information within two weeks with an error rate of LESS THAN 1% preparing for live implementation of the RSTARS-HP system.
- Quick identification of system programming problems enabling rapid software changes avoiding significant personnel and pay processing delays for over 1,500 medical, dental, optometry and nurse candidate scholarship recipients. Additional enhancement suggestions directly led to revised software which expands capabilities of all reserve centers servicing over 96,000 Naval reservists.
- Meticulously reviewed over 1,500 personnel records extracting prior service information for posting to Bureau of Naval Personnel main database.
- Coordinated mass mailing, tracking and entry of direct deposit information for all 1,500 HPSP students. Superior attention to detail to large scale numeric input resulted in an error rate of less than 2%.
- Provided superior customer service during transition of over \$20 million in student pay to Defense Joint Military Pay System. Sustained, courteous phone manners helped ease students through the transition providing continual monitoring of pay problems and educating students on new system.
- Manually tracked annual training orders coordinating with CONUS Personnel Support Detachments during system down time avoiding duplicate annual training payments to students.

Despite the seasonal height of departmental workload for graduation and in-processing, HM3 Doe's superior attention to detail helped enable massive entry and verification of data with an overall error rate of less than 2% helping to ensure a smooth transition for a multitude of personnel information and over \$20 million in pay for the program's 1,500 students. HM3 Doe's efforts throughout testing and implementation of the RSTARS system increased system capabilities and ensured smooth transition for 96,000 reservists administered throughout All Naval Reserve Centers. This successful implementation has drawn accolades from the Bureau of Medicine and Surgery, the Bureau of Naval Personnel, Defense Finance and Accounting Service as well as HPSP students and is most deserving of the special recognition afforded by the Navy and Marine Corps Achievement Medal.

SEP 30 1996

The Secretary of the Navy takes pleasure in presenting the
NAVY AND MARINE CORPS COMMENDATION MEDAL to

HOSPITAL CORPSMAN FIRST CLASS
JOHN DOE
UNITED STATES NAVY

for service as set forth in the following

CITATION:

For meritorious service while serving as Leading Petty Officer, Educational Support Division, Technical Training Department, Naval School of Health Sciences, Bethesda, Maryland from March 1990 to June 1993. Throughout this period, Petty Officer Doe consistently performed his demanding duties in an exemplary and highly professional manner. Possessing vast knowledge and understanding of the Navy's procurement system, he efficiently executed three annual budget plans totalling \$1.5 million dollars resulting in the expedient acquisition of state-of-the-art training resources and significant quality enhancement of training and support services for over 1000 personnel. His astute awareness, quick action, and unrelenting drive to provide training program support resulted in the acquisition of excess furniture from another command at a command cost-savings of \$4500. His initiative, professionalism, and creativity enabled him to develop a graphics computer program for the development of over 1500 top quality recognition certificates, improving certificate quality and reducing manhours required for this activity by 50%. Petty Officer Doe 's professionalism, initiative, and selfless devotion to duty reflected great credit upon himself and were in keeping with the highest traditions of the United States Naval Service.

For the Secretary,

ENCL [7]

SEP 30 1996

For meritorious service in the superior performance of duty while serving as Leading Petty Officer, Educational Support Division, Technical Training Department, Naval School of Health Sciences, Bethesda, Maryland from March 1990 to June 1993. Throughout this period, HM1 Doe displayed exceptional qualities of leadership, loyalty, management skills and meticulous attention to detail. His ability to quickly attain and maintain an excellent rapport with peers and seniors, manage an expansive budget, and create innovative computer programs has greatly increased the productivity and morale of his division and the command. His total contributions were exemplary and went far beyond what is normally expected for a person of his rate. Some of his many significant contributions include:

- As the Budget Officer for the command's largest department consisting of 10 "C" schools, efficiently executed three annual budgets totaling \$1.5 million with a 99.3% obligation rate. Requiring exceptional knowledge and understanding of the Navy's procurement system, his diligent and determined efforts resulted in the expedient acquisition of state-of-the-art training and support resources, and significantly enhanced the quality of training and support services for over 1000 students and 50 staff personnel.
- Devised and established an effective and comprehensive preventive maintenance program for departmental equipment worth over \$3 million. Since the program's recent implementation, unanticipated equipment failure has been reduced by 15%, significantly decreasing lost training time for students.
- Saved the command over \$4,500 by identifying and acquiring excess furniture from the National Naval Dental Center. This furniture significantly enhanced the office and lounge spaces for both staff and students and measurably improved habitability of five divisions within the Technical Training Department.
- As Administrative School Head for the Physical Therapy Phase II training program, served as the primary Command liaison to the National Naval Medical Center's Physical Therapy Department. His ability to establish a continuous dialog and respond immediately to training staff and students' needs resulted in a significantly enhanced training experience for 20 students.
- Created a graphics computer program for the development of graduation, honor student, spouse appreciation, clinical preceptor appreciation, discharge and reenlistment certificates.

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This effort resulted in the efficient production of over 1500 top quality individual recognition certificates at a savings of 25 manhours monthly.

- On several occasions, served as "Acting" Division Head, Educational Support Division, coordinating all aspects of administrative support for a daily average of 300 students and 50 staff personnel. His superb leadership, loyalty, and commitment to excellence provided true constancy of purpose for this extremely active and critical division.

HM1 Doe's numerous innovative projects and extraordinary initiative significantly improved the efficiency and effectiveness of the Technical Training Department. His superb contributions to the command's attainment of it's mission cannot be measured. His unwavering commitment and dedication to providing the highest quality training support services to numerous personnel and his 22 years of dedicated Naval Service make him richly deserving of recognition through the awarding of the Navy and Marine Corps Commendation Medal.

SEP 30 1993

The President of the United States takes pleasure in presenting the **MERITORIOUS SERVICE MEDAL** (Gold Star in lieu of Second Award) to

**CAPTAIN JOHN DOE
NURSE CORPS
UNITED STATES NAVY**

for service as set forth in the following

CITATION:

For outstanding meritorious achievement as Director, Navy Nurse Corps Anesthesia Program, Naval School of Health Sciences, Bethesda, Maryland, from January 1990 to July 1993. Captain Doe made a permanent improvement in the Nurse Corps Anesthesia Program by revamping the entire program - in the areas of philosophy, program objectives, terminal objectives, selection of courses, program design, testing, and grading - changing it from a Bachelors format to a Masters format in only 15 months, while also saving the Navy the future costs of removing highly skilled Nurse Corps officers from clinical practice to return them to graduate school. Also under his leadership, he spearheaded the acquisition of six new faculty billets, significantly increased his faculty's competency, and broadened the scope of practice of his students in the advanced clinical skills of anesthesia. He saved the Navy thousands of dollars by negotiating additional clinical rotations in anesthesia subspecialties of trauma, open heart, neuroanesthesia, pediatrics and geriatrics at nearby civilian hospitals at no cost to the Navy. He also achieved full accreditation status and program recognition as one of the nation's best. By his exceptional administrative and educational abilities, personal initiative, and total dedication to duty, Captain Doe reflected great credit upon himself and was in keeping with the highest traditions of the United States Naval Service.

For the President,

ENCL (8)

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For outstanding meritorious achievement and superior performance in his dual role as Director, Navy Nurse Corps Anesthesia Program, Naval School of Health Sciences, Bethesda, MD and as Specialty Advisor to the Surgeon General for Nurse Anesthesia from January 1990 to July 1993. Captain Doe excelled in areas far beyond other Medical Department Officers of his rank in administrative ability, initiative, leadership, and educational commitment. When he assumed Directorship of this vital education program it was in a **"show cause"** status by the Council on Accreditation of Nurse Anesthesia Educational Programs. In less than two years he made it one of the best program in the country and also converted it from a Bachelors format **to a Masters** format.

Captain Doe's specific accomplishments include:

Faced with a **"show cause"** threatening closure of the entire Navy Nurse Corps Anesthesia Program, he took immediate steps to correct deficiencies. He appeared in person before the Council on Accreditation of Nurse Anesthesia Educational Programs to argue and win the Navy case. By correcting all deficiencies, and remaining accredited, his forty-eight students continued to provide in excess of **\$4.8 million of anesthesia services**.

Engineered the correction of these deficiencies and authored the response for the three clinical training sites, San Diego, CA, Portsmouth, VA and Bethesda, MD, as well as a major university in the District of Columbia.

Recognizing the trend in Nurse Anesthesia education, he revamped the entire program - in the areas of philosophy, program objectives, terminal objectives, selection of courses, program design, testing, and grading - changing it **from a Bachelors format to a Masters format** in only 15 months when 4-5 years was projected by higher echelon experts. He also negotiated the Masters format **at a lower cost to the government than the previous bachelors format**. This saved the government \$230,400 over the life of the contract. Additionally, this saved the Navy several man-years of patient care time, by not having to return these officers to graduate school later in their career. This feat is particularly significant considering the status of the program upon his assignment.

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Identified the need for and crafted the documentation which justified the **acquisition of six new faculty billets**. He then, identified outstanding officers to fill the new positions. This gave increased opportunity for more senior nurse anesthetists to enter a teaching tract and enhance their career potential.

Under his leadership, all three clinical sites significantly increased the competency and broadened the scope of practice of their students in the advanced clinical skills of anesthesia and **saved the Navy thousands of dollars** by negotiating five additional clinical affiliations in critically needed anesthesia subspecialties of trauma, open heart, neuroanesthesia, pediatrics, and geriatrics at nearby civilian hospitals at **NO COST** to the Navy.

He established close working relations with the staff of the Uniformed Services University of the Health Sciences which led to the availability of a cadaver anatomy series for the nurse anesthesia students in their study of regional anesthesia. This is the **only program in the nation** to have such an experience.

Captain Doe's dedication, initiative, clinical and administrative ability, and commitment to educational excellence have made a dramatic impact on the Navy Nurse Corps Anesthesia Program, this command, and on Navy Medicine. He is most deserving and is most highly recommended for the Meritorious Service Medal.